

ARMY INFORMATION DIGEST

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Official U. S. Army Signal Corps Photo

SECRETARY OF WAR

THE HONORABLE ROBERT PORTER PATTERSON, Secretary of War, was commissioned in the Infantry Reserve in May 1917, and was placed on active duty at the Reserve Officers' Training Camp, Plattsburg Barracks. During World War I, he served in France as company and battalion commander, 306th Infantry, 77th Division. He was wounded in action on the Vesle River, was cited in General Orders, and was awarded the Distinguished Service Cross for extraordinary heroism in action. In 1930, he was appointed Judge of the United States District Court, Southern District of New York, and in 1939 was appointed to the United States Circuit Court of Appeals for the Second Circuit. In the summer of 1940, he was appointed Assistant Secretary of War. When the office of Under Secretary of War was created in December 1940, he was appointed to that position. Upon the retirement of the Honorable Henry L. Stimson in September 1945, he was appointed Secretary of War.

12-23-46

BOTH WANT THE FACTS

By

THE HONORABLE ROBERT P. PATTERSON,
Secretary of War

THE American public and the American soldier are the same people. They are imbued with the same patriotism, share the same heritage of freedom, speak the same language—figuratively as well as literally. Both have the typical American desire to learn “what it’s all about.” Both have the same typical dislike of the cheap buncombe artist, the weasel-worded prevaricator. It would be a great mistake to assume that the public can be told one thing and the soldier another. Both want the same thing—the facts.

That is why the Army’s public relations program and information-education program have the same objective—to make understandable the Army, its purposes, its requirements and its ideas.

Public relations officers—indeed, all officers—are concerned with one of the most sensitive forces in our national life—American public opinion. It is a force which starts into action slowly, sometimes imperceptibly, like a jet-propelled rocket taking off. Like the rocket, it accelerates at an awe-inspiring rate. And, still like the rocket, public opinion, when aimed at an object of the people’s wrath, may strike with the full fury of a V-2 bomb. Carrying the simile a step further, public opinion, like the rocket, can turn from its chartered course if the proper precautions are not taken. Woe to the man or institution that sets off public opinion without an adequate presentation of accurate facts! It may turn and destroy him.

And woe to the man who foolishly tries to suppress public opinion, or the public’s access to the information on which to base its opinion. The most precious heritage of the Amer-

Extracted from an address to the graduating class, Army Information School.

ican people is freedom of expression. The First Amendment to the Constitution preserves the sanctity of that right, and we Americans have shown, time and again, that we will vigorously defend freedom of thought and freedom of speech.

Censorship is naturally anathema to Americans. During war, to insure victory and to safeguard our forces, Americans submit to it, reluctantly but still voluntarily. The man is witless, however, who assumes that the American people will submit to censorship in time of peace, merely because they accepted it in time of war. So far as the Army is concerned, there is only one reason for censorship—security of the Nation. By that we mean real security, not fancied, or fanciful, or fantastic security, that merely stems from a desire to hold back essential information. In time of war, security should cover no more than a narrowly prescribed list of operations and weapons. In time of peace, it should cover only the barest minimum of classified activities. Never should security be used as a cloak for error or incompetence. This is America's Army, responsible to and serving the American people, at all times subordinate to the civil power. The people have a right to an honest accounting of the trust and responsibility they have placed in us. We can have nothing to hide from our sponsors—the American people.

A distinguished British general of World War I, in forecasting what he thought the British Army should be, said, in 1921, relative to military security and censorship, that "nine-tenths of the contents of the secret drawers should be turned loose and the public given access to them." I am certain that that would apply just as well to nine-tenths of the contents of our secret drawers as it does to the contents of the secret drawers of the War Office in London.

It seemed to me one of the most irritating things in the war, when reading the citation for valor of some soldier for an act that had happened more than a year before the publication, to learn that it was Sergeant So and So, Blank Infantry. Why not say 26th Infantry? That would reveal something to the Germans, it was feared. Although the campaign had occurred in North Africa in 1943, and this was being published in 1945, it was felt it would reveal the fact that the 1st Division had been in Africa in 1943. Don't you suppose the Germans knew that within two weeks of the time the Division had landed?

Our record will bear the closest scrutiny, not only now but since the Army's beginning. In peace as in war, it is a proud

record. The public knows it. It also knows that we are human, that we make mistakes—not just a few mistakes, but many. I have always been interested and somewhat amused, at the efforts that are taken, when a complaint comes in, to justify—always justify—what has been done, no matter how fantastic the account may sound to the listener; or may read, if it's in a letter, to the reader. Infinitely better to say that a blunder was made, that measures have been taken to prevent its recurrence, with regrets and the assurance that every effort will be made not to have it happen again. You do not need to apologize for the Army. The American people will give the Army sympathetic understanding so long as the Army provides them with honest, intelligent information.

The same is true of the troops. They also will respond to factual presentation of the Army and of the soldier's place in it. Too much stress cannot be placed on that—the necessity of showing the soldier, officer and enlisted man alike, his importance as an individual in the Army.

Originally it was the belief in industry that, if a manufacturer had a good product and made the public acquainted with the product and its value, his business success was assured. In recent years it has become equally important to “sell” the worker on the product that he makes and the plant in which he works. During the war, under the inspiration and guidance of Colonel Robert Ginsburgh, the Army, through its Industrial Services Division of the Bureau of Public Relations, opened the eyes of many industrialists to the need, the value, and the techniques of informing the worker, in order to obtain maximum production of war weapons.

We found that many workers, patriotic and loyal, still were not fulfilling their responsibilities on the production line to the utmost, merely because they did not grasp their personal importance to the war effort. It was difficult for a man engaged in a hole-punching job on a gadget in a midwest factory to realize that on the accuracy of the work might depend the life of an American flyer in far off Burma.

The Army set out to enlighten these war workers. At first, they were surprised, then gratified, then genuinely enthusiastic. Their response was—greater and still greater production. They had been thoroughly informed. They had developed a sense of the importance of their own work.

What the Army did for civilian workers it must do for its own soldiers. We have been great in war because the individual

fighting man had a good grasp of the cause for which he fought. To a soldier in combat, in physical contact with the enemy, faith in his cause gives him the extra lift that may make the difference between success and failure. As we move toward the rear echelon it becomes more difficult to imbue that same spirit; and the farther back we go, to the zone of the interior, the less urgent the job may appear. Yet knowledge of the cause he fights for is the indispensable element of the soldier's spirit. You will recall in the letters of Cromwell, written 300 years ago, one of the most striking passages: "I had rather have a plain, russet-coated captain who knows what he fights for and loves what he knows than that which you call a gentleman and is nothing else." And then he added, "I honor a gentleman who is one indeed."

In peacetime, the task of giving the soldier a sense of purpose is even more difficult, for there is no physical contact with an enemy. There is no enemy.

It is more important, therefore, that a peacetime army be a well-informed army. The soldier should know, better than anyone, what America is doing to further international understanding and to reduce the need for armaments; and also why America in the world of today must keep its powder dry. We are placing great reliance on participation in international efforts for enduring world peace. Yet, until that peace, or at least the international organization to preserve it, is a going concern and an established success, we must help the soldier to think in terms of preparedness against any eventuality.

What the soldier knows, what he thinks and what he feels about the Army, will be reflected in the attitude of the public. The soldier comes from the people and he goes back to the people, not only by his eventual return to civilian life but by his visits, his letters, his very presence on the street.

Public relations is the responsibility of every man in the Army, from the newest recruits to the commanding generals. Everything said or done publicly by a man in uniform, and a great deal that does not appear to be public, is the concern of the people of the United States. No soldier can afford to forget that. Keeping the troops intelligently informed is likewise the responsibility of every soldier in a position of authority, right on up from the corporals. Every commissioned and non-commissioned officer is doing his full duty only when he considers that responsibility and acts on it wisely.

You cannot have an informed public until you have an informed Army. When the public is proud of its Army, as it has every right to be, the soldier is proud to belong to that Army, and shows it by his attention to duty, his discipline, his spirit.

In our thinking and in our actions toward both the public and the soldier, we must bear in mind the three basic requirements of an adequate military defense. These are: a standing Army sufficient to carry out the responsibilities placed on it by the people of the United States—that is an immediate need, short-range; an overall national defense organization efficient enough to operate in a modern war; and a trained reserve, large enough and alert enough to be called into service immediately upon any act of aggression against this Nation.

Today those three requirements are expressed in: Recruiting for the Regular Army, Unification of the Armed Forces, and Universal Military Training. No matter what names we give them, those needs are always basic to the national security.

At this time, our recruiting needs are for a Regular Army of 1,070,000 volunteers. In October, we reached our immediate goal of one million volunteer enlisted men; but now we have the harder job, the job of maintaining that figure. From now on we must continue to enlist or reenlist forty thousand men each month, in order to maintain the minimum total with which the Army can perform its mission.

That mission, currently, is two-fold. One—the immediate one—is that of occupying, in Europe and in the Pacific, the countries of our enemies, until such time as America and her Allies are convinced that those countries can be trusted to behave decently and take their places among the responsible, democratic nations of the world. The other mission, the long-range one, is that of guarding the country against attack. This duty includes training in the United States, development of new weapons and tactics, and the holding of our outposts.

For those jobs we want a volunteer Army, men who are in the service because they want to be, because they want to serve and to learn while they serve. The Army offers a worthwhile career. All of us, in our responsibility for helping keep the public and soldier intelligently informed, should be veritable encyclopedias of information—information on the Army, its achievements in the past, its opportunities now.

No matter how capable the soldiers who compose our Army, they must be part of an overall national defense organization

—an organization that can cope with the speed and immensity of modern war. Unification is the name for the proposal to give the nation such an organization. Unification recognizes the obvious fact that war, in the modern day, is fought on the land, on the sea, and in the air. It is fought by units that must be closely integrated, usually under one field commander. At the top there must be a single department of national defense, responsible for the direction of all the armed forces, so as to make certain the integration and the unity, from the top down, on which success depends. The weakness of our present system, with separate military establishments, is plain on the records of World War II. We cannot continue to gamble on such an inefficient, costly system—in either peace or war.

Given a volunteer Regular Army of sufficient size and a national defense organization efficient enough for modern purposes, the final requirement is an adequate reserve force, trained and ready for action. A capable reserve—militia, National Guard or Organized Reserves—has always been essential to our military defense. Today, in view of the development of modern warfare, such a reserve is indispensable. If war ever comes again, it will strike us so fast, so violently, and so ruthlessly that only the men actually trained and capable of being mobilized on short notice will have any real value in a defensive force.

Universal Military Training is the present proposal for obtaining and maintaining the reserve necessary for our national defense. That plan has been studied and set up with the greatest care by the same men who led the nation to victory in World War II, the men who will be responsible for our national security in the future. The plan for universal military training has been refined and changed to meet criticisms, so far as possible, and yet, at the same time, accomplish its basic purpose—provision of an adequate, competent, alert, reserve Army. As it stands today, it is the minimum plan that will give us the reserve trained force we must have.

AID

NOW IS THE TIME FOR ACTION

By

COLONEL FRANK A. ALLEN, JR.

THE War Department is preparing a legislative program for presentation to the 80th Congress when it convenes in January. This planning is now being coordinated by Lt. Gen. J. Lawton Collins, Chief of Public Information, and monitored in the Legislative and Liaison Division, War Department Special Staff. The plans are based on the President's program for national security. They will of course be cleared with the Bureau of the Budget and, to the extent necessary and possible, with the Navy and with other departments of the executive branch of the Government.

The measures in which the War Department is interested fall into two categories. First, the National Security Program, which consists of measures affecting the security of the Nation as a whole. This program is composed of proposals of the President, as commander in chief of the military services; other executive agencies of the Government; and the Congress, both by individuals or committees. These agencies use the War Department as the detailed planning agency, legislative sponsor, and key witness in presenting parts of this program to the Congress. Second, is the legislation necessary to constitute the War Department, the Army, and the Army Air Forces on a postwar footing. This may be termed the War Department's legislative program for the postwar military establishment.

COLONEL FRANK A. ALLEN, JR., GSC, is Chief, Planning Branch, Legislative and Liaison Division, War Department Special Staff. He was commissioned in 1917 and served overseas in the Field Artillery in World War I. In World War II, he was a combat commander with the 1st Armored Division in Africa and Italy until September 1944, when he became Chief, Public Relations Division, SHAEF. In July 1945, he became Commanding General, 3d Armored Division.

This program covers those measures affecting only the War Department and the Army, or of primary concern to the Army.

Two of the big legislative projects on which the 79th Congress failed to act, and on which the War Department hopes action will be taken in the 80th Congress, are unification of the armed services and universal military training. Both are long-range projects, and both are integral parts of the President's program for national security. Both are controversial in character and therefore require a great deal of careful thought, planning, and action by the War Department, as an executive department of the Government, in presenting them to the Congress. This planning is a General Staff project insofar as substantive planning is concerned, and a special project of the Legislative and Liaison Division so far as presentation to the Congress is concerned. The Chief of Public Information insures coordination between the General Staff and the Special Staff in this planning project.

Considering the present state of the world, unification and universal military training have a more immediate and urgent significance, legislatively, than they might have in normal times. Any security in the kind of a world we have today must rest on two conditions.

As the first condition, we must have an adequate military establishment. That means adequate reserves, which is where universal military training comes in. For, within a few years, the men who served in uniform in World War II, and who now constitute our natural reserves, will no longer be available for duty in a new emergency. They will be too old, or they will be physically incapacitated, or attrition will eliminate all but a few. The plan for universal military training, which the War Department is now studying and for which we hope to obtain Congressional approval, is built around the concept that the obligation to undergo a year of military training would be imposed on the youth of this country on a universal basis. The young man would be required to undergo six continuous months of intensive basic military training in military camps. At the end of this period he could completely discharge his obligation by undergoing an additional six months advanced military training in camp or, if qualified, he could elect to volunteer for additional training in schools or colleges of military value or to volunteer for a period of service in the regular establishment or a civilian component. These options would be limited by quotas set by the President to maintain at

all times a balanced mobilization force. This plan is supported by the National Guard and Reserve Committee of the General Staff. It has been approved by the Secretary of War and has been coordinated with the Navy.

Before Congress meets, the War Department will seek the support of veterans' organizations, the National Guard and Reserve Officers Associations, and possibly will enlist other civilian associations behind this particular UMT plan. But there is a larger problem than achieving agreement of these patriotic organizations, who have always backed the general concept of UMT. This involves the acceptance of universal military training by the public as a whole and the conversion of its critics into supporters of universal military training, to the extent that conversion is possible. The groups which hitherto have been most vocal in opposing universal military training are: the organized churches, the organized farmers, the organized educators, organized pacifists, and to some extent, although less vigorously than the others, organized labor.

There is substantial evidence of a change in opinion among some of the leading educators of the country since they discovered that the men who served in World War II are making better students than those who enrolled in the colleges at a younger age level before the war. Students who were soldiers are more mature, more industrious, and are not only working harder, but are making better grades than their younger brothers. This fact alone may have a profound influence in shaping the thinking of the country, in years to come, with respect to universal military training, especially if such training comes between graduation from high school (or preparatory school) and college.

If the church leaders of the country, like the educators, can be made to see that an adequate program of national security, including universal military training, is the best antidote for atheistic communism, dictatorship, hostility to religion, and all of the other evils inherent in the pattern of Eastern Europe, they, too, may swing to the support of the security program.

Labor also has a direct and important stake in national security. Certainly no group in the United States is more interested in security than is labor. Security is the whole basis of the labor program—financial security and social security. Neither of these will be possible unless we have national security, the beginning of *all* security. There can be no regularized employment at high wages, none of the incentives

present in the American economic system of free enterprise, and no hope of lower taxes—which, of course, would mean higher net incomes—unless we have peace and unless we can preserve the American way of life behind the bulwark of an adequate security system.

The farmers have exactly the same stake in national security, since the people of the cities are their customers, and unemployment or other disturbances in the cities and industrial centers are reflected instantly in lower farm incomes and curtailed markets for products of the farm.

We cannot expect to do a great deal with the pacifists, particularly if they are influenced by foreign ideologies, but we must make sure that they do not delude the public into thinking we can have peace and security without maintaining a strong military establishment on land, at sea, and in the air.

Granted an adequate military establishment backed up by adequate reserves, we shall find our greatest strength and maximum military effectiveness under unified command. Fundamentally, there can be no real unification of command in the field unless there is unification in Washington. That calls for a single Department of Common Defense, with three equal and coordinate branches: air, land, and sea. An important benefit to be expected from unification is the economy resulting from the elimination of duplications in supply, procurement, and services.

In the opinion of those whose business it is to follow public trends, the public is not only ready to accept unification, but demands it. The press favors unification almost unanimously. If another war should come, anything short of unified action at home and in the field could be fatal. The next war could come with cataclysmic force which would make our experience at Pearl Harbor look like a Sunday school picnic. And yet today we have the same divided command in Hawaii that we had on 7 December 1941. Pearl Harbor remains the horrible example of lack of unification and single responsibility. Failure to unify, in the light of our World War II experience, borders on criminal negligence.

There is a final, all inclusive case for both unification and universal military training in the threat to our internal security. It is implied in the existence of the atomic bomb. We may as well face the fact that other nations eventually will develop a bomb of their own. And that time may not be far off. When they do, they will be in position to strike swiftly

and without warning. If they happen to be hostile to the United States, we shall have to live under the constant threat of sudden disaster. Such an attack could very well hit, not only a single target such as Pearl Harbor, but a dozen targets in the continental United States. The day and *hour* that starts to happen—not at some future date thereafter, but *right then*—we must swing into action with trained men under unified command, carrying out a definite plan for action, or it will be too late to do anything; we would find ourselves completely demoralized and perhaps defeated before we could get started.

This problem of internal as well as external security is one which is receiving intensive study at the present time. It is a problem about which every community in the country ought to be thinking. And it is terribly important that we think and act soundly before it is too late. You, as an Army officer, can do your country no greater service than to contribute as you can to public understanding of the dangers which confront us and of the soundness of the solutions proposed.

AID

EMPHASIS ON THE MAN

The attention of business leadership is being focused as much on men as on methods. Business is finding means to provide in increasing measure the things every individual in industry wants; namely, justice in terms of fair play and fair dealing, a sense of individual importance, opportunity and security. They realize that the management of men and the development of morale are so inseparably associated that they are properly considered as one.

If business and industry have found it not only wise but essential to stress personnel matters to such an extent, it is doubly important that the Army not only does likewise but actually takes the lead. The War Department believes this is sound and correct thinking and intends to exert every effort in its power to see that it is done.

MAJOR GENERAL WILLARD S. PAUL
*Director of Personnel and Administration,
War Department General Staff*



Official U. S. Army Signal Corps Photo

I had vowed that no Japanese girl would lay hands on my baby.

ARMY WIFE IN TOKYO

By

BERNADINE V. LEE

"YOU'RE a brave woman," the clerk in the travel bureau in Colorado told me, with a disapproving stare that said "You're a foolish one." The news that I was on my way to Tokyo with my three children, one of them a 22-months-old baby, was raising that kind of comment all the way from Galveston, Texas, to Seattle, Washington, where we expected to board the ship for Yokohama.

"I don't care how much I loved my husband, I wouldn't follow him to a heathen country like Japan!" the lady bus driver in Galveston had announced stoutly. She considered me a most inhuman mother to permit the Army doctors to give Cecil Jr. the dozen or more necessary inoculations and vaccinations. As a matter of fact, Cecil Jr., himself, didn't mind nearly as much as she did. He was not sick from any of them, although the 11-year-old twins, especially Barbara, stayed in bed a day or two after the typhoid and tetanus shots.

It would have been a treat to visit my family in Waterbury, Connecticut, before leaving the States; but they, too, were fearful about my going, and I didn't want those four well-settled sisters to overwhelm and dissuade me.

We stayed three days at Hostess House, Fort Lawton, Seattle, the Army port of embarkation—840 Army wives and children, waiting for the Matson luxury liner *Monterey*. What a flurry of excitement and anxiety each day in the dining room, central clearing house for rumors!

"I hear there's going to be no meat, butter, or eggs over there."

BERNADINE V. LEE is the wife of Captain Cecil B. Lee, commanding Company F, Service Battalion, Headquarters and Service Group, GHQ, United States Army Forces, Pacific. Captain Lee went to Japan in December 1945 and Mrs. Lee and their three children followed him in September 1946.

"What will my baby do without his orange juice?"

"The Japs are likely to take pot shots at us from dark buildings . . ."

But I remembered that meat, butter, and eggs were none too plentiful right at home; remembered, too, that during my husband's 25 years of service, the Army has always taken good care of us. Contrary to the opinion of my friend the bus driver, I think that if a woman loves her husband enough she'll follow him almost anywhere.

The *Monterey* is a beautiful ship. A USO troupe gave us a hearty send-off, which we appreciated the more because we had no families to wave to us from the dock. The nine-day trip was a fine one, despite cold weather and several days of rough seas. We were pretty crowded, but the accommodations were good, the food excellent.

The children enjoyed themselves and one another. My Robert, one of the twins, scanned the sea with his binoculars and reported every school of flying fish sailing into the Westerlies. A light flickering on the horizon on the eighth night caused great excitement, but it proved to be only the signal of a passing ship.

We were up the next morning at 0400, and the first Japanese sight we saw was a bobbing boat with a Japanese fisherman in it. Later, above the low brown and green islands forming among the clouds, we caught a glimpse of Mt. Fuji. Like other adored beauties, Japan's sacred mountain doesn't show herself to all, but usually hides coyly behind a veil of clouds. Now there were dozens of fishing boats and barges around us, large and small, trailing circles of gray-winged, scavenger kites.

The real sight, though, was waiting for us on the Yokohama pier. Children crowded the rails to recognize dads they hadn't seen for a year or two. Army transports greeted us with music and flowers. There was a good deal of laughing and shouting, and a little bit of crying by babies, and by people old enough to know better.

Let me confess that after the first thrill of being with my husband again, I looked around and, for the first time since deciding to come to Japan, wondered if my decision had been a wise one. A Japanese girl in western dress came up to talk with me as we stood waiting for Cecil to bring the jeep from its parking space down the road.

"And you're from America," she said with eyes that burned brightly. "Ah, madam, you won't like it here!"

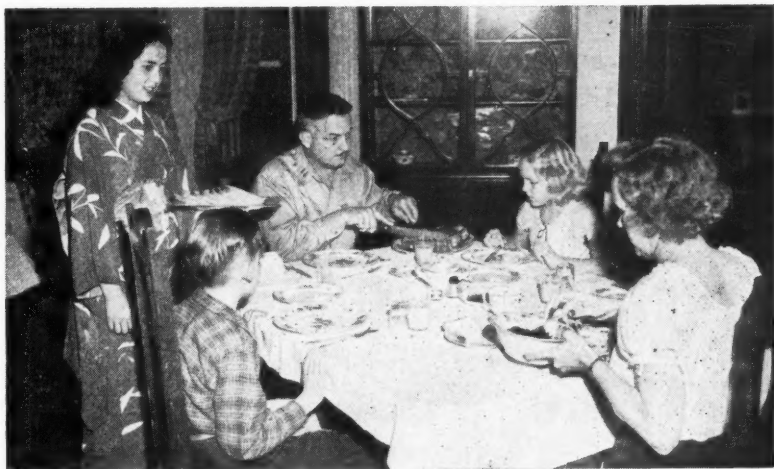
During that ride from Yokohama to Tokyo, I viewed with tired eyes the devastation of war; the surrounding miles of blasted buildings, rubble piles, and flattened ruins. Pointing out the rusted-tin and scrap-lumber shacks built on the former sites of factories, the neat vegetable gardens boasting lean corn stalks and rambling squash vines, Cecil assured me that Japan had made great strides toward recovery in the last year.

"You should have seen this place last December," he said.

"We folks back in the States," I told myself, "have had nothing to complain about."

Our children and the Japanese goggled at one another. Blond youngsters are still a novelty in Japan. I scrutinized the women in kimonos with their babies on their backs. I had long since vowed that no Japanese girl would lay hands on my own baby.

As Cecil drove us through the narrow streets of outer Tokyo, I tried to picture what kind of a shack we would call our own. The jeep pulled up in front of a western-style, two-story frame house with a garden wall—a house with gracious old trees, a yard friendly in shrubs and flowers. It might have



Official U. S. Army Signal Corps Photo

Dishes, silver-ware, table linen—all necessary furnishings were provided.

been in Waterbury, Connecticut, but for a large, Japanese stone lantern in the back yard. In my letters to Cecil I had asked about our house and he had never termed it better than "not bad." Now he waited for my appraisal.

"Do you mean to tell me that we will live here!" I questioned dubiously.

"This is our home," he said.

Our four servants came to meet us with many smiles and bows. They had decorated the house with flowers. And what a house! Stateside friends had urged me to carry with me as much kitchen equipment, linen, and furniture as was permitted, but I had followed Cecil's advice and brought almost nothing except clothing, and with some misgivings, too.

To my amazement I found a home ready to live in; a kitchen complete with electric stove and electric refrigerator, toaster, waffle iron, coffee perculator, dishes, silver ware, table linen, and even curtains on the windows; two bathrooms, one with a tile bathtub; four bedrooms, one of them Japanese style, which Babs adores. It has the Japanese straw mats on the floor, sliding doors, and a special shelf for ceremonial dolls, which she has already begun to collect.

There are several stained glass windows in the living room, parquet hardwood floors, a telephone, and all the necessary furniture. Workmen are installing pipes for gas heat. We need a rug for the dining room, and I shall probably replace some of the drapes when my sewing machine arrives; but those are details that can easily be taken care of. It has been a delightful surprise, finding a home like this six thousand miles across the sea.

Ours is not the finest home in Tokyo, nor is it the most modest. Some of our friends live in 18-room villas requisitioned from the local tycoons; others in Quonset huts or small apartments. The Army has been working feverishly, Cecil tells me, to put dependents' housing in readiness for the families coming over; but the job is not finished. The Quonsets are a temporary accommodation. In a matter of months every family here should have a separate home if it wants one.

As in the case of other Army allotments, living quarters are assigned on the basis of seniority, rank, and the number of family members. My husband's 25 years of service and our three children were important factors in obtaining so attractive a home.

The shortage of meat in the United States will be felt here in Japan, too; but those Army wives in Texas who have been standing in long lines for their meat every week or so, when there's any to be had, should know that over here we have had an adequate supply. The Army has intensified its campaign against waste; there will be less meat for snack bars and parties, but personnel will continue to find a sufficiency on the dinner table. We have had all the butter and eggs we want, too; in fact, our food in general has been excellent. Cecil often brings home oranges and apples from the commissary. We have fresh cabbage, often lettuce and celery, onions and other fresh vegetables, in addition to a wide variety of fresh frozen vegetables. Fresh milk goes to patients in Army hospitals, but my children drink their canned milk flavored with a little chocolate syrup and don't mind; although thus far they have turned up their noses at powdered milk.

I found to my disappointment, soon after moving into my home, that there are no other American families in the neighborhood. This was not good news to someone who enjoys a little over-the-fence gossiping now and then, and I felt I might



Official U. S. Army Signal Corps Photo

Our Japanese cook is learning American dishes.

be lonely. I walked around the Swiss Legation nearby, but met nobody.

To those folks back home, however, who dreaded to come over and live among the Japanese, I'd like to say, "You have nothing to fear." The Japanese people are trying with all their hearts to be courteous and friendly. Our neighbors have all introduced themselves to us, again with many bows and smiles, and have brought presents, and helped us get comfortably settled. I had a long talk the other day with a Japanese boy who lives in the house next door, a 13-year-old (14, by the Japanese reckoning) who is studying English and who needed my help in translating some words in his American comic book.

After a few exploratory questions, he told me, "I would like Bobby for friend. Do you think he like be my friend?"

I pointed out that Bobby, being a boy, enjoyed many outdoor sports like baseball and soccer, and that if Hishashi would come over and get acquainted, I thought they could enjoy those games together.

The Japanese are eager and able students of the English language. Few well-educated Japanese are unable to speak at least a little of it. It's a required subject in school. All the larger stores, hotels, and travel agencies have English-speaking clerks. Children in the streets are picking it up fast from American troops. I'm pretty sure Japan will learn English long before we gain any proficiency in Japanese.

When I found how competently the nursemaid took care of Cecil Jr. and the immediate affection he showed her, I changed my mind about giving him into her hands. Japanese women are wonderful with children.

The twins will find nice friends at the American School for Dependents, a ten minute bus ride from our home. The campus had been used before the war by a private school for American and other foreign children—charming, old, ivy-covered brick buildings, a good library, a gymnasium, and a science lab. The teachers are Army wives who have teaching credentials. The school bus goes right by our corner. The twins have a good, hot lunch there every day, with milk and a dessert. They're particular about their food, and they tell us they enjoy the meals they're getting. They're in seventh grade and taking arithmetic, history, English, and geography. Japanese will be offered soon, because almost all students are eager to learn the language.

Cecil tells me that the Tokyo Army Educational Center, an Eighth Army school, has a wide selection of afternoon and evening classes on the high school and college level. I'd like to take Japanese, myself.

Being accustomed to the mild winter of Galveston, we will probably feel the cold here in Japan. The weather men predict a long, hard winter. We came with a goodly supply of clothing, but the baby grows out of his clothing so rapidly that I hope the new Eighth Army department store, opening this month in Tokyo, will carry a line of baby clothes. The twins will need new outfits, too, especially shoes.

Housewives in the States warned me that cotton would be a scarce item in Japan; but, again following my husband's advice, I brought none with me. I'm glad, because the cottons I find in the Army exchange are nicer than many we fought for over the counters back in the States; and they cost 20 and 30 cents a yard, instead of 79 and 89 cents for the cheapest at home. When my sewing machine arrives, I can make gay, pretty things. Silk merchandise, including stockings, are also easy to find. We have a nylon ration of a pair a month, too.

One of the comforts of home that I certainly did not expect to find over here is the beauty parlor. There's a first-rate one in the Tokyo exchange, which I visit regularly. There are others in some of the women's billets around town. The operators are trained in giving not only shampoos, cuttings, and waves, but also permanents.

My sisters write that they must make their dental appointments a month in advance; our old family doctor is run ragged with too many patients. It's satisfying to know that here in Tokyo, in case of an emergency, there's a doctor as near as our telephone. Medical and dental care is readily available to us all. Army hospitals throughout Japan have made special preparations to care for dependents, including wards for children. A few American babies have already been born in Japan.

Sooner or later we will have a GHQ Army chapel in the center of town, a nondenominational religious center where Catholic, Protestant, and Jewish services can be held; and religious training will be provided for Allied children. In the meantime, services are held in the various office buildings and billets. We find that the 1100 Catholic Mass at the Dai Ichì Building on Sunday mornings is quite handy. The twins

have specified on a questionnaire that they would like to receive religious training at school.

The Dai Ichi Building, headquarters of General MacArthur, is, by the way, an example of the new Japan—a beautiful, modern structure with all the conveniences, including air conditioning. This is a land of great contrast—sod-roofed huts and western palaces; ox carts and wooden sandals clattering over cobblestoned streets among honking jeeps and limousines.

Our family jeep will take us to tourist spots old-timers tell us about—Kyoto, the ancient capital city with its shrines and palaces; Nikko, Atami, Ito, and the other resort towns, some of which are famous for hot mineral baths. I'd like to see Karuisawa, the international village up in the Japanese Alps, and more of the Japanese countryside, with the colored maples in the fall and the cherry blossoms in the spring. One can go to all these places by Japanese trains, which are pleasanter than you might imagine, since there are special cars for military personnel and pullmans for overnight trips.

Honestly, I don't expect to become bored. There's a tennis court nearby, and I love tennis. We'll need some daily exercise at the rate our clothes are tightening over here. We're enthusiastic movie-goers. My husband's office has frequent dinner parties and dances. Next summer it will be fun to go swimming at the Shiba Park swimming pool close by. The entertainment in the field of art and drama is outstanding. In addition to occasional Japanese plays like the Noh and Kabuki, festivals and dances, we enjoy concerts of western music. We frequently go to Hibiya Hall, the Ernie Pyle Theater, and the Tokyo Army Educational Center, where we hear American, European, and Japanese artists; and where we see Special Services theatrical productions like *Night Must Fall*, *Arsenic and Old Lace*, and *The Drunkard*.

In the States, the household affairs and care of my children kept me on the job all day long and often left me too worn out for much activity in the evening. This is a vacation. I feel like a lady of leisure. I'm actually more rested and happier than I was back home, and I have more time to enjoy my husband and children. To other Army wives still undecided about making this trip, I'd like to say, "Hesitate no longer."

AAF PUBLIC RELATIONS TRAINING

By

COLONEL G. R. JOHNSTON

ONE of the most significant results of World War II—one that should have far-reaching effects—is the change in thinking of the military mind on the subject of relations with the public. It took two global conflicts to do it, but the Army at last has come to realize the importance to its very existence of public opinion and public support.

Although, in World War II, there were many things wrong with the Army Air Forces public relations program, it is generally conceded to have been most successful. Always an advocate of an aggressive, virile public relations policy, General Henry H. Arnold wrote his commanders as soon as hostilities were ended: "The future of the Army Air Forces will depend in no small degree upon a sound, well-planned and properly guided public relations program."

The process of "disintegration" of the armed forces was even then beginning. In our demobilization plans, public relations aspects were sadly neglected. Nothing was done to educate the public beforehand, so that when we needed strong support the most, we got "Bring 'em home!" hysteria instead. Discouraged PROs, who had labored long to bring enlightenment to the Army, joined the long lines leading into separation centers, bound for the more understanding business world. The remaining few eventually received encouragement from General Carl Spaatz and his chief of staff, Lt. Gen. Ira Eaker, who, keenly aware of the need for continued

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public support, directed Maj. Gen. Muir S. Fairchild, commanding general of the new Air University at Maxwell Field, to include public relations training for all officers.

The primary purpose of this training is to promote better understanding and appreciation of the role of public relations. In such courses, operational details will be held to a minimum.

In the Air Tactical School at Tyndall Field, Florida, for example, squadron officers next year will receive basic instruction in public relations principles; relations with press representatives seeking story material; personal conduct while under the critical eye of the public; and fundamentals of public relations operations.

The instruction in the Air Command and Staff School, key-stone of the Air University educational system, will be more complete and on a higher level. The first-year course, which started on 3 September 1946, stresses public relations responsibilities of commanders and staff officers of groups and wings; the use of psychology in the treatment of public relations problems; relations with industry in the procurement and production of aircraft and materiel; applied public relations; the operation of a public relations section; and public relations activities in combat zones. In addition, guest speakers will cover press relations and how the press looks at Army public relations; the activities of war correspondents; and a demonstration of a typical press conference. A total of 15 hours has been assigned this subject, pending a complete revision for the following school year.

The Air War College public relations course will be on a still higher level, omitting most operational details and concentrating on the application of public relations principles in Air Forces headquarters and higher echelons. This course will be conducted in seminar fashion, and guest speakers also will be called upon to handle certain phases. Instruction is scheduled to be given in the spring of 1947.

At the Air Special Staff School, Craig Field, public relations officers themselves will undertake a ten-week study of all phases of public relations activities, designed to fit them for ultimate assignment as Army Air Forces PROs. This course is intended to supplement basic training in public relations given to AAF public relations officers in the Army Information School, Carlisle Barracks, Pa. Eventually this course may assume the character of an advanced AAF school, with fundamentals being taught at Carlisle Barracks.

Since medical officers also have public relations responsibilities, it is planned to impart a limited amount of public relations theory and policy to students of the AAF School of Aviation Medicine, which is also a part of the Air University, at Randolph Field, Texas. This instruction will be brief, covering only a general knowledge of the subject.

In preparing public relations instruction in the Air University, one of whose basic concepts is receptivity to new ideas, the viewpoint was advanced that this subject should not be taught in cut and dried fashion. Leaving most of the routine operations for the class at Craig Field, it was felt that in all other schools of the Air University the instruction should be based primarily on the human relationships involved. Following the widely accepted premise that the target of all public relations endeavor is the human mind, it is believed that public relations cannot be taken apart like a Wright Cyclone engine and coldly analyzed with machine-like precision. The human element is too predominant for that. Therefore the treatment of any military public relations problem requires a rich mixture of diplomacy, friendly warmth, and a deep understanding of human nature.

Without attempting to teach the rudiments of news and radio writing, special events, publicity campaigns, and the many other parts of a public relations program, Air University instruction will provide sufficient knowledge of these subjects to enable staff officers to participate intelligently in their future assignments. As General Spaatz has said, material used by the PRO must flow from the commander and his staff.

How to avoid public relations "booby traps," based on experiences of the past, will not be neglected. Prominent guest speakers, with straight-from-the-shoulder manner, already have given an insight into press and public attitudes on the suppression of legitimate news, attempts to cover up mistakes, and other mistaken policies which only make enemies for the armed forces.

By providing a well-rounded program of instruction in all its echelons, the Air University seeks to bring nearer the day when all AAF personnel will be thoroughly indoctrinated in the principles of public relations, and better able to cope with future problems. Once that goal is attained, the Army Air Forces will be better understood, better liked, and will win more friends in support of its vital role in the cause of national security.

MEN WITHOUT GUNS

THE Abbott Collection, now a part of the two thousand paintings in the War Department's permanent collection, depicts on canvas the gallantry and courage of the Army doctor, nurse, and medical corpsman in World War II. These paintings can be borrowed under the procedure described in "Art for the Asking," September ARMY INFORMATION DIGEST.

NIGHT VIGIL

by Robert Benney





AFTER THE FASCIST FAIR

by Joseph Hirsch

NIGHT SHIFT

by Joseph Hirsch





NIGHT RENDEZVOUS

by Robert Benney

NIGHT DUTY

by Franklin Boggs



THE NEW OCS PROGRAM

By

MAJOR ROBERT B. McBANE

WITH comparatively little fanfare, an entirely new system of obtaining officers from the Army's enlisted personnel is going into effect. The new theory of training officer candidates grew out of the general overhaul of the Army's educational system, described by Lt. Gen. Leonard T. Gerow in the November *DIGEST*. The theory is that all officer candidates should be trained extensively at one school to prepare them for commissioned service with any branch. Then, after receiving their commissions, the new lieutenants will be sent to the various branch schools for further technical schooling.

This system has been in effect since 1 September, when the new Officer Candidate Schools opened at Fort Benning, Georgia, and San Antonio, Texas. Both schools are operating at full capacity, with a new class of 200 candidates entering Benning every three weeks and a new class of 50 entering the Air Forces school at San Antonio every month. Currently, there are approximately 800 candidates in attendance at Benning and 150 at San Antonio. The ground and service OCS, at Benning, is operating on the new six-months course basis, while the Air Forces school still is graduating its students at the end of four months. The latter school, however, will shift over to a six-months basis in the near future.

Up to now, the old method of selecting officer candidates to attend the two schools has been used. This is the classic interview-board, AGCT score, recommendation system. After the first of the year, however, an entirely new method of selection will go into effect. The new system, as described in "What War Department Psychologists Do," page 46, has been designed to utilize the most recent scientific methods and procedures in selecting officer candidates on an Army-wide com-

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petitive basis. The new method draws heavily on procedures developed in connection with the selection and integration of new Regular Army officers. A composite evaluation score is compiled for each candidate. Applicants are assigned to the schools on the basis of this score, within allotted quotas. When two individuals have equal composite scores on the quota-limit level, selection will be made on the basis of highest grade; and in case of equal grades, on the date of rank in that grade.

An applicant who does not fall within the quota of a specific class, but whose composite score is above the rejection level, may, at the discretion of the Army or theater commander concerned, be retained and considered in three consecutive selections. (Applications received from men in basic training centers will be considered for only one selection.)

General qualifications are that an applicant must have attained his 19th birthday and must not have passed his 31st birthday on the date of enrollment; he must be a citizen of the United States; he must have had eight weeks' continuous service immediately preceding the date of enrollment and must have completed a Mobilization Training Program or an Army Air Forces training standard. He must also meet the physical standards prescribed in AR 40-105 for commission in the Regular Army and Reserve components. No waivers of age or physical qualifications will be granted. Men with Army General Classification Test scores of 109 or lower will be ineligible, as will conscientious objectors, men who hold or have held Reserve or AUS commissions, and men with records of conviction by a military or civil court. Regular Army enlisted men with less than nine months' service remaining in their current terms of enlistment will be ineligible, unless they take steps to extend their enlistment periods.

All applicants selected to attend Officer Candidate School will be transferred in grade, but no enlisted man will be promoted for the purpose of attending. Government quarters are not available at schools, and candidates are advised not to move dependents to the vicinity of schools. Candidates will not be allowed to reside off the posts at which schools are located. Selected applicants, when necessary, must waive discharge privileges and sign up for a minimum period of eighteen months (twenty-four months for AAF candidates) after graduation from Officer Candidate School. Since leave cannot be carried over from enlisted to commissioned status,

each applicant will be required to waive all accrued leave in excess of fifteen days; and fifteen days' leave will be granted all successful graduates prior to their being commissioned.

All insignia of grade and rating will be removed from the candidate's clothing during the school terms and all candidates will be considered on an equal status as students. Commandants are authorized to issue enlisted men's clothing to warrant officers who may be students. Commandants may relieve candidates from schools for disciplinary reasons, disqualifying physical defects, academic deficiencies, deficiencies in leadership, or upon their own written requests. Any candidate who fails to complete a course through no fault of his own, or who fails, but whose record is such that he may reasonably be expected to overcome his deficiency, may be retained for the next class. Non-graduating candidates will be reported to The Adjutant General for reassignment.

The commandant of the Army Officer Candidate School will assign graduates to the arms and services on the basis of their experience, aptitudes, individual preferences, and the needs of the service. The new officers, commissioned second lieutenants, AUS (temporary), will go directly from OCS to a basic associate course of three months' duration, conducted by the arm or service for which they have been selected. At the successful completion of this training, they will be assigned to duty within the arm or service. Graduates of the Army Air Forces Officer Candidate School will be assigned to specialized, technical, or administrative officer training schools peculiar to the Army Air Forces. At the completion of courses they will be assigned for duty within the Air Forces. Since the duty at basic associate courses is of a temporary nature, transportation to those schools of household goods and dependents at Government expense is not authorized. Officers who do not successfully complete the basic associate course for other than disciplinary reasons will be disposed of in accordance with instructions issued by the Commanding Generals, Army Ground Forces, Army Air Forces, or the Chiefs of the Technical and Administrative Services, whichever is applicable.

Training in the new OCS is divided into two phases—an eight-weeks sub-basic course during which candidates are thoroughly screened, to insure retention of only the most promising; and a sixteen-weeks Branch Immaterial course. The first phase includes physical conditioning, weapons train-

ing, elementary infantry tactics, and military courtesy. The second phase covers administrative, supply and disciplinary functions of company officers. Specifically, the course includes mess management, sanitation, personal hygiene, civil affairs, communications, intelligence, chemical warfare, public relations, information and education, psychology of leadership, combat leadership, training procedures, methods of instruction, and practical methods of living on the battlefield. Tactical employment of all arms is emphasized, to include the battalion level; but the field of study covers the work of higher units and even the combined employment of air, naval, ground, and service forces.

AID

DEFINITION OF DISCIPLINE

The discipline which makes the soldiers of a free country reliable in battle is not to be gained by harsh or tyrannical treatment. On the contrary, such treatment is far more likely to destroy than to make an army. It is possible to impart instruction and to give commands in such manner and such a tone of voice to inspire in the soldier no feeling but an intense desire to obey, while the opposite manner and tone of voice cannot fail to excite strong resentment and a desire to disobey. The one mode or the other of dealing with subordinates springs from a corresponding spirit in the breast of the commander. He who feels the respect which is due to others cannot fail to inspire in them regard for himself, while he who feels, and hence manifests, disrespect toward others, especially his inferiors, cannot fail to inspire hatred against himself.

Major General John M. Schofield, in an address to the Corps of Cadets, 1887—perpetuated on a bronze tablet at the entrance to Old South Barracks, West Point.

[FIRST OF A SERIES DESCRIBING HOW
THE ARMY TAKES CARE OF THE WEL-
FARE AND INSURES THE EFFICIENCY OF
MORE THAN A MILLION MEN.]

BEEF--WITHOUT BONES

By

COLONEL ANDREW T. McNAMARA

THE United States Army likes beef, and when production is normal, eats a great deal of it. Beef—heavy western beef—is the favorite meat of the American fighting man. He always has it available, if there is any possible way. The popular mess sergeants—and there are some—see to it that there is a way. Soldiers may gripe about having too much mutton, but they never object to too much beef. The only gripe on beef is when there is too little.

While beef has been prescribed in Army menus from earliest times by law, there has been a recent change in it. Soldiers may notice the fact that the portions served have acquired regularity in size and shape, even though they still think the piece on the next man's plate looks larger. Anyway, they find that Army beef tastes as good as ever. It merely looks different—because it has no bones. Removing bones from the carcass of a steer sounds neither significant nor impressive; but when the Army buys *nearly 300 million pounds* of beef a year—more than 75 per cent of which is boneless—that is big business; and bones make a difference.

At first glance, it might seem that the Quartermaster Corps is going to unnecessary expense by having the suppliers of beef de-bone it. Obviously, that involves more labor and expense. Nevertheless, in spite of increased cost at the source, the Army uses boneless beef because of the savings involved. Not only does boneless beef save shipping space and weight, it also saves considerable skilled military labor in butchering in the unit kitchens. The method of packing enables less skilled personnel to handle it efficiently. De-boning also decreases waste,

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since it is possible to judge more accurately the amounts to be served.

In the space-short days of the war, probably the greatest virtue of boneless beef was the saving in shipping space. Boneless beef takes up only one-fifth as much space as carcass beef, and weighs only 70 per cent as much. One hundred pounds of carcass beef take up 12,500 cubic inches, while 100 pounds of boneless beef occupy only 2,520 inches. Per ton, that represents a lot of space saved for other foods and supplies. Thousands of tons of boneless beef are shipped to troops overseas each month. During 1944, the average was 24,000 tons a month. That's a lot of beef. It's also a lot of money saved for the taxpayer.

Another marked advantage is the labor saved by not having to butcher the meat in Army messes. Especially was this true during the emergency, as it became increasingly difficult to obtain skilled butchers for unit messes. The use of boneless beef enabled the Army to allocate the few skilled butchers which were available. This saving in skilled personnel continues to be important.

With savings in space, weight, and personnel, what about the actual money cost of boneless beef as compared with carcass beef? To put it in the simplest possible terms, carcass beef, at \$0.14 a pound, costs \$0.187 a pound f.o.b. when boned. So, boneless beef does cost more—about $4\frac{1}{2}$ cents a pound more. This, however, is merely cash expenditure. Actually, during the most critical period of the shipping shortage, the 79.4 per cent space-saving factor alone would have overbalanced a much greater disparity in the costs.

The fact that boneless beef costs about a third more than carcass beef, naturally increases the cost of the daily beef ration. But the cost is not proportionate; the beef ration cost is not increased 33 per cent, but only about 10 per cent for garrison use. For field use, where rougher handling requires tin containers, the increase in the beef ration cost runs from 15 to 20.6 per cent.

Why, if boneless beef costs $4\frac{1}{2}$ cents a pound more at the processor's, and 10 to 20 per cent more in the Army kitchen, does the Quartermaster Corps provide boneless beef instead of the old-style carcass beef? Besides the savings already mentioned, there are two other factors that make for better morale and better mess management. The first is that troops in remote installations now can have fresh beef—thanks to

efficient methods of packing and shipping. The second is that boneless beef can be handled more easily and served to troops more palatably.

Boneless beef can be cut and prepared for cooking very simply. Boneless roasts, especially, are better because they require a minimum amount of stove space and can be carved more quickly and uniformly. The efficiency of use by consuming messes is something that cannot be accurately determined; but it is worth more to the Army than this slight spread in cost.

Packers prepare boneless beef by removing the bones, surplus fat and ligaments. The clear meat is packed in cheese-cloth-lined forms and frozen into solid blocks of 50 pounds each. Each block has several coverings, one of which is waterproof, and is packed in a fiberboard box. The beef is kept refrigerated throughout storage and shipment—all the way from the freezing plants of the Chicago packers to the "reefers" of the troops on a Pacific atoll, for example. This means, in effect, that troops on the outpost atoll have beef that is as fresh and as good as that which the housewife buys at the neighborhood market.

In order to use all the beef in a carcass, the cuts are packed separately according to intended use. Broiling, roasting, stewing, boiling, and ground beef are wrapped in separate packages, ready for instant use. These types of beef may be divided into three general classes—broiling and roasting, 40 per cent; stewing and boiling, 30 per cent; and the remaining 30 per cent is made into ground beef.

Another important saving is made possible by the de-boning process. The excess fats, as well as the bones and ligaments, are processed in the packers' plants and adapted for commercial uses. The edible fat that is in excess for appetizing hamburger becomes a base for margarine or shortening. The bones are processed to extract the soup stock that is available, and then find their way into fertilizer or tankage for animal food. The ligaments, after reclamation of all edible portions, are added to the tankage vat. By handling these items with mechanized equipment, the packing companies are able to convert by-products into economical use at low cost. Since the industry can make a satisfactory profit out of by-products alone, their price for the major product, meat, can be cheaper than would be possible otherwise. Because of its large demand for boned beef, the Army obtains a reduction in the cost of

its edible portions of meat, and avoids the problems of handling bones and waste in kitchens and camps, where they can not be fully utilized.

Beef that is consumed in Army messes all over the world comes from steers grown on the western plains of the United States. It is purchased in Chicago, the center of the meat-packing industry. In a nation as rich in cattle as the United States, it should not be hard to procure beef; but the Army has found, as have many others, that it is difficult. Many methods of procurement were tried before the war, but it was not until 1941 that a fairly permanent method was evolved.

At that time, civilian contractors agreed to keep on hand a constant supply of boneless beef. Requisitions from the field were to be filled directly by these contractors, so that the beef need not be handled by any top-level Army agency. It could be shipped directly to any installation that had sufficient refrigerated warehouse facilities to receive and store the beef in carload lots.

By the beginning of 1942, arrangements had been made for reserve stocks of approximately 250,000 pounds of boneless beef to be maintained at each of the Philadelphia, Boston, Jersey City, San Francisco, and Seattle depots. This expedited the shipment of beef overseas, and is still in effect. During the height of the war, in 1945, the procurement of boneless beef reached the tremendous figure of nearly a billion pounds for the year.

The magnitude of the beef-purchasing problem, as well as the importance of purchasing other perishable foods, led the Quartermaster Corps to set up the Market Center System. This agency has its center in Chicago and, during the peak purchasing periods, comprised 36 branches, which were spread across the country in the high-producing areas for various food products. Reduced requirements at the present time have made it possible to eliminate 24 centers, and all perishable foods for the armed forces are now procured through 12 market centers. The system produced such good results that the Navy Department, the Marine Corps, the Coast Guard, and other Government agencies arranged for the Market Center System to buy their perishable subsistence also. The centers studied markets all over the country, so that they could take advantage of any surpluses and anticipate any shortages. The Quartermaster General has instructed Army purchasing agents to avoid any

buying operations that would demoralize markets or tend to increase unduly prices for civilians.

The most efficient buying program would be ineffective without an equally competent distribution system. During the first part of the war, this distribution system did not function well; there were breakdowns and unforeseen difficulties. Then the Quartermaster Corps worked out the pipeline plan, which proved to be effective under all sorts of difficulties.

The pipeline plan, during the height of the emergency, consisted of actually buying food as much as 270 days ahead of the time that it was to be served the soldiers in their mess halls and foxholes, spread across the world from the Persian Gulf to Greenland. Under the pipeline system, food moved from contractor to cook in a constant stream, so arranged that a 15-days' supply of food would be en route to the primary depot from the contractor all the time. A 65-days' supply was always in storage at depots or ports of embarkation, awaiting shipment. A 30-days' supply would normally be afloat on its way overseas.

At various strategically located overseas points, a 90-days' supply was maintained awaiting shipment to the forward depots. At the front, where danger of encirclement or temporary inaccessibility to supply lines always existed, a supply adequate for 45 days was always held in reserve. Finally, a 25-days' extra supply was kept at various points along the overseas line, to compensate for inevitable food losses caused by enemy action, storms, or other breakdowns. Back in the United States, there were further extra stocks of some items in the filler depots located along the pipeline. The function of these depots was to take care of any domestic breakdown in the system.

Since the cessation of hostilities, the number of days' supply which is maintained has been steadily cut until now only about 45 days' supply is always on hand. Nevertheless, the pipeline system is still in effect, working on a reduced scale. In order that the supply can be continuous, it must always be filled. That is why the Quartermaster Corps endeavors to buy beef so far ahead. At all times and under all conditions the various key points on the supply lines should be adequately stocked to provide the beef issues prescribed in the master menu.

In buying beef, the Quartermaster Corps has to watch quality carefully. It uses standard, medium-priced beef that most

housewives also buy. Recently, the Hennessy Committee of civilian food experts reported to Secretary of War Robert P. Patterson: "The food purchased for Army use is good-quality, standard merchandize of the type normally used by American people of moderate means. This class of food represents the greatest economy in food procurement, excluding the low-grade product which tends to waste because of inferior quality, and also excluding the fancy obtainable only at premium prices."

Army specifications provide that beef, to be accepted, must be "sound, free from contamination, and in prime condition upon delivery." Frozen beef "will not be accepted if it has been under refrigeration for more than six months."

Military advances in beef processing have made the beef ration a reality almost everywhere that our present global Army may be. The Army has put boneless beef—frozen fresh and packed so that there can be no mistakes in cooking and serving—on a basis where further experimentation is not necessary. It is now ready for civilian use.



A PRO MUST BE A NEWSMAN

By

MAJOR RALPH E. PEARSON

THE public relations officer walks a tightrope between editor and edited. City desks love him when he lays the victim's name on the line, complete with middle initial, or tips them off that a man is coming to town who can explain atomic fission in 300 words. They revile the poor devil when he is unable to get clearance and cannot convince the commanding officer that frankness is the safest news policy, and that he is behaving like a blind obstructionist.

Publicist, press agent, praise agent, space bandit—they call us a lot of names, some flattering and some harsh; but there is only one species to which we can belong if we are to do a good job for the Army.

We must be newsmen.

The foundation on which our jobs are built, like that of the publications we deal with, is news. It has to be. We must know news and be able to prepare it or to point it out to others. This makes us the same breed as the reporters and the editors on the other side of the fence. We are, and must be, reporters. We are reporters in the employ of the news sources, to be sure; but we are reporters—that is, newsmen—just the same.

It is through the columns of daily and weekly newspapers, magazines, and trade and professional journals that we have an opportunity to tell the story of the Army. There is no magic formula which takes news copy past an editor. The editorial content of any publication contains only the material that the

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editor feels will interest his readers. Public relations officers have the same opportunity that other reporters have to obtain such material. There is no equation for success in publicity and public relations other than that which governs all news work: Information which has reader interest, plus proper handling of this information, equals information in print.

News does not have to beg its way into publication. News is the commodity which papers sell. Therefore, it is the commodity which they "buy." Editors are the buyers who select the stories to be sold to the reading public. A public relations officer can always have the ready attention of an editor if he offers a commodity—news—which the editor, as a buyer, wants.

The basis of the modern public relations profession lies in the simple fact that no news medium—whether it be metropolitan daily or country weekly, feature magazine or trade publication—can possibly maintain a big enough staff to cover all the personalities, the institutions, the firms, the associations, and the other news sources which provide copy of interest to their readers. A certain New York journal, for instance, has only one correspondent to cover the financial and commercial field which comprises the metropolitan Chicago area and the great Midwest. As another example, there are fourteen accredited colleges and universities in greater Chicago; yet only one of the city's six dailies has an education editor as such; and none of the six actually covers colleges and universities as it does the city hall and the county courthouse.

In the trade paper and feature magazine field, conditions are much the same. The actual, full-time editorial staff of one marketing magazine consists of an editor, an assistant, and a limited number of correspondents. Fourth Estate's own paper uses approximately a dozen full-time editorial employees to report the activities of the nation's 1,700 dailies, press associations and syndicates, aided, of course, by numerous correspondents.

It is obvious that limited editorial staffs cannot possibly cover everything. When they receive from outside sources news material which they can use, it is welcome. And it is publicity, be it written by a public relations officer or not.

This, then, is the basis of publicity—providing proper coverage of the Army's activities, coverage which many units and phases probably would not otherwise receive. If we are competent newsmen, the copy we provide will be of interest to the

editors, and it will be printed. If we are not, nothing can save our copy from the wastebasket.

The news which we provide is often that which the publications could not afford to dig out by their own efforts. It isn't uncommon for the news bureau of an Illinois research foundation to spend days, even weeks, in turning out a scientific story that merits only a few paragraphs in the Chicago press. Imagine what a hard-boiled editor, who has to pay salaries, would have to say about such limited output. But to an organization which wants its story told to the public, it is a worthwhile expenditure to have its activities studied until the various aspects which will make pertinent news copy are discovered, then presented in proper news form.

Mere space is not proof of a public relations job well done. All a college publicity director, for example, need do is furnish many editors with pictures of beautiful coeds, preferably with dresses a conventional distance above the knee, and he will get plenty of space. "Cheesecake" is always a space-grabber, but what will it achieve toward telling the real story of the college?

Yet when students at my university staged a kissing auction to raise funds for the Mile of Dimes a few years ago, I felt obliged to notify the press. A denominational school is not eager for publicity of this type, but as a newsman I knew the press would like such a story; and it was played heavily.

Why did I release the story? Because it follows logically, if publicity is based on a news concept, that the public relations man's first thought is of the editor and his second is of the source. By handling promptly even undesirable situations he can keep them from being headlined. By working in the interest of the media to which he furnishes the news and keeping policies firmly in mind, he best serves the long-term interest of his superior or organization.

There is a fundamental difference between the space free-lance and the public relations man. The space man writes for one publication or a specific group. The Army public relations officer, on the other hand, writes for those publications which have a natural interest in the affairs of the Army, and for those publications which can be made to have an interest by the newsworthy manner in which he presents his material.

Therein lies one of the most difficult problems of public relations technique—the selection of media for releases. It is a simple matter to take a newspaper directory or a trade

paper registry, write out an addressograph plate for each medium listed, and mail out releases blindly. Some public relations officers do just that, and they occasionally receive clippings from widely scattered media.

Far more often, their releases end in an editor's wastebasket. Continually receiving material that is of no interest to him, the editor will soon form the habit of noticing the name on the envelope and tossing the material, unopened, into the wastebasket. Well do I know; for, as an editor, I used this method to dispose of more than half of the huge stacks of publicity material I received. Blanket mailings of releases not only damage the reputations of the public relations officers who offend in this way; they turn the editor against all publicity. To do his job competently enough to earn the title of newsman, the public relations officer should adopt a "staff correspondent" attitude, confining his releases to editors who, he knows, are reasonably certain to be interested. When I became Director of Publicity of Denison University, I coined a phrase "Your staff correspondent at Denison University." I furnished editors with news of Denison activities, just as though they had appointed me their correspondent at the university. I served a lot of editors in that way; some who knew the university, and many who grew to know it.

If you adopt this staff correspondent attitude, you will be able to boast: "I have never asked a newspaper to print a story, and I have never asked a newspaper not to print a story." You can be proud of your record then, because you will have put your staff work on a news basis. Editors will respect you and will be more willing to play down undesirable news, or handle it in a manner satisfactory to you.

AID

MEETING THE PRESS

There's no strict formula to follow on how to deal with representatives of press and radio, but it's a good idea never to let your common sense and good manners take a holiday. It's a sure bet that you can best help the reporters, the public, the company, and yourself if you, in your contacts, keep in mind the "Four F's." Be Friendly, Frank, Fair, and Factual.

From "May We Quote You?"

A Standard Oil Company (New Jersey) Pamphlet

NOT SO DISABLED

By

COLONEL GEORGE R. EVANS

THE War Department last month inaugurated a plan to enlist 5,000 physically handicapped combat veterans of World War II in the Regular Army. If the experiment is successful, quotas may be enlarged, and the same opportunity may be offered to qualified non-combat disabled veterans.

Enlisting these disabled veterans will help satisfy the Army's need for skilled manpower. The plan was not designed as a gesture to the handicapped, but simply with the desire to utilize the services of trained and potentially trainable ex-soldiers. Study of the development of special skills by partially disabled men has proved that, in many occupations, such men are as valuable as men unhindered by any handicap.

The applicant must meet all the usual standards for enlistment and general military service, with the exception of the established physical qualifications. Medical officers will pass finally on each man's physical condition. Generally, to be accepted, the combat disabled veteran must be capable of caring unaided for his own personal needs; he must be physically capable of performing useful service in the job for which he is selected; and his condition must be such that further hospitalization or time-loss from duty because of the combat-incurred disability may not be expected. In addition, he must possess, or be trainable in, certain critically needed skills. More than 100 critical military occupational specialties have been listed as open to the combat-disabled.

The first man to be enlisted, a former Air Forces master sergeant, had lost his left arm in aerial combat over Burma. The second had an arm deformed, as a result of combat wounds, so

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that its full use was impaired. Both were accepted. It would be possible for a man with only one eye, one leg, or even no legs, to be enlisted. The criteria are those listed, plus the decisions resting with a board of medical officers in the Surgeon General's Office and with medical officers at points of enlistment.

This plan—long in use by European armies, notably the French—resulted from the direct appeal of a disabled veteran to General of the Army Dwight D. Eisenhower. In August, a one-armed ex-soldier, Richard Montgomery, 29, of Pittsburgh, Pennsylvania, informed General Eisenhower that he was discontented in being “turned out to pasture” with a pension. “I am not asking for charity,” he wrote. “Equipped with Army issue prosthesis, I am perfectly capable of handling any number of jobs in the Army, either in peacetime or wartime. In fact, I could easily discharge my former duties as communications chief or radio operator. Can you make it possible for me, or any of the other numerous servicemen with combat-incurred disabilities, who so desire, to secure a waiver to re-enter the service?” He was the first man sworn in under the new plan.

All accepted applicants will sign for a full three-year term in the Regular Army, Unassigned. They may continue to re-enlist until they have completed their Regular Army careers and become eligible for retirement. During their period of military service, any pension or other government compensation will be suspended. If they sign up on or before 31 January 1947, or after that date but within 20 days from date of discharge, they will be enlisted in the grade held at time of discharge. Otherwise, they will be enlisted as privates. Partially disabled personnel in Army hospitals, awaiting disability discharge, will be discharged, when appropriate, under current regulations, in order to preserve their veterans' rights. They will not be discharged for the convenience of the Government in order to enlist under this plan. However, after they have been discharged on CDD, they may be enlisted.

Critical occupations for which combat-disabled veterans may be enlisted include a wide range of specialist activities. Only 23 of the 103 specialties require that the veteran be previously trained for the work. In the other 80 specialties listed, training will be provided. Jobs range from aerial photographer to mess sergeant. Included are draftsman, printer, stenographer, warehouse foreman, X-ray technician, parachute rigger and repairman, weather observer and forecaster, airplane hydraulic mechanic, pharmacist, automotive repair shop foreman, radio-

men, mechanics, clerks, and many others. (Letter, AGO, 1 November 1946, Subject: Enlistment and Assignment of Partially Disabled Combat Wounded Veterans of World War II).

Those enlisted who already possess a listed MOS will be assigned to fill any normal outstanding requisition for such an MOS. Those reported to The Adjutant General as potentially trainable for a listed MOS will be ordered to an appropriate training facility as soon as vacancies in the course and school are available. Men in this category will be held at points of enlistment until ordered to a training installation. After graduation, they will fill any normal outstanding requisition.

Processing of applicants will follow normal routines, except that service medical records will be screened by the Surgeon General, in order to establish the fact that the disability was combat-incurred and that there is no residual condition which would interfere with performance of duty. At the point of enlistment, an applicant will be interviewed by a classification officer to determine his aptitude for the particular specialties needed, and the medical officer will decide whether the applicant can perform those tasks, within his disability. No military occupational specialty, potential or otherwise, will be selected for the applicant if there is a reasonable doubt that he will be able to perform those duties in a normal military situation. Applicants will proceed to points of enlistment, at Government expense, for this final screening. If found eligible, they will be enlisted. If not eligible, they will be returned to their places of origin at Government expense. Their Army records will carry special identification, so that they may always be placed and retained on duties for which they are qualified.

Special requisitions for these partially disabled veterans will be submitted by Army commanders in the zone of the interior; Chiefs of Technical and Administrative Services; Commanding Generals of the Army Ground Forces, Army Air Forces, Military District of Washington, and the Command and Staff College; and by the Superintendent of the United States Military Academy. For the time being, such personnel will be used to fill assignments in the zone of the interior; but a number of those qualified may go overseas for duty.

Wherever they go in the Army, these men will wear their empty sleeves or canes proudly, as badges of honor and courage. They will take their places beside fellow soldiers, confident that their skills and training are helping America to keep a strong, technically trained Army as its bulwark of national defense.

INTRODUCTION TO THE WAR DEPARTMENT

*One of a series of articles
describing the mission and
functions of agencies of the
War Department.*

WHAT WAR DEPARTMENT PSYCHOLOGISTS DO

By

E. DONALD SISSON

THE science of psychology is a comparative newcomer in the United States Army. During World War I, hundreds of psychologists abandoned their classes and their white rats in order to demonstrate what the new science could do for the human resources of the Army. The tests, Alpha and Beta, and the classification procedures and record forms which provided the basis of the Army classification system of today were developed by these Army psychologists. But soon after the armistice, by some unfortunate error of decision, the work was abandoned. The psychologists returned to their classrooms and laboratories, and the Army went back to its pre-war policies and practices of personnel management.

With the outbreak of World War II, the psychologists again found themselves in the Army and in the War Department, but this time in greater numbers, and in a wider variety of activities. A hasty survey of the Army today gives a partial answer to the question as to what psychologists do.

The work of the Research Branch of the Information and Education Division in studying attitudes and opinions in the Army was described in **THE DIGEST** for July.

Another group of psychologists, in the Office of the Air Surgeon, works on problems of selection and classification of pilots, bombardiers, navigators and other Air Forces flying personnel.

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Still others, attached to the Aero Medical Laboratory at Wright Field, are concerned with the psychological aspects of instrument design and cockpit layout.

A large group of psychologists is engaged today, under the Surgeon General, in the clinical psychology activities established in the neuropsychiatric divisions of all general hospitals. These men are working with psychiatrists and other medical specialists in diagnosing and treating the many thousands of mental casualties of the war. Others are found as personnel consultants, administering tests in induction stations, or dealing with "problem cases," or as separation counselors, education counselors, and in similar duties.

Psychologists can also be found in the War Department's Strategic Services Unit; or planning and implementing civilian testing and placement programs for the Office of the Secretary of War, and for most of the administrative and technical services; or serving in the personnel and training divisions of the War Department General Staff.

Psychologists are playing an increasingly important role in the Army's new education program. For the first time in history, there has been established a Psychology Department at the United States Military Academy. The Command and Staff College at Fort Leavenworth and the recently inaugurated Air University also will include psychologists on their staffs.

The oldest and largest group of psychologists serving the Army today, and one covering the widest range of activities, is the Personnel Research Section of the Personnel and Research Branch, Adjutant General's Office. Most of their activities, though not all, are directed by the Director of Personnel and Administration, War Department General Staff. The information gathered scientifically by the Personnel Research Section forms the basis of much of the personnel management planning of the Army.

Of the score of projects currently in work in the Personnel Research Section, one of the most significant is the scientific determination of qualities of leadership which officer candidates should possess. The story of how this is done illustrates the painstaking thoroughness that goes into personnel research. It is a story worth telling.

The Officer Candidate Schools, for the Army Ground Forces at Fort Benning, and for the Air Forces at San Antonio, Texas, recently reopened their doors to a group of ambitious young enlisted men. Succeeding classes of officer candidates will be

selected, after the first of the year, in accordance with a new evaluation program. Will these groups comprise the cream of the crop? Every Officer Candidate School has had a percentage of washouts, which means waste of time and manpower. No one can weed out the unfit from among the fit with absolute precision. But by using a scientific method, the number of failures can be reduced. For screening purposes, the mental ability of the applicant can readily be measured by such tried and tested methods as the Army General Classification Test (AGCT) and the Officer Candidate Test (OCT). The big problem, however, is how to measure *leadership*. That is the problem the psychologists set out to solve.

The system under which men in the new Officer Candidate Schools will have been chosen is the result of research in the War Department and the field. A new type of recommendation form, to be filled out by the commanding officer, will replace the old one. A new type of interview by the examining board will be used. A new biographical information blank will be filled out by the applicant. Some parts of these forms will puzzle the applicant or the officer; but the items and questions were not just dreamed up. After they were selected, they were field-tested, revised, improved and checked under conditions as close as possible to the real thing.

Two new elements were added to the process of selection. The first of these affects the recommendation form (Evaluation Report); the second concerns the technique of interviewing the applicant.

The principle new element introduced into the Evaluation Report is the "forced-choice" technique, borrowed from the officer integration program* which was developed by this same group of psychologists some time earlier. The forced-choice technique was devised to eliminate prejudice in rating a man. The rater is confronted by a group of descriptive phrases, and he must choose the phrase that describes the man best. It might be said that if a rater wants to describe a man as a good or poor leader, all he has to do is check off the items which most people find desirable or undesirable in a leader. But here is the catch: only some of the pleasant traits are significant. In other words, only some of the pleasant traits are frequently applied to good leaders and seldom applied to poor leaders. Likewise some nasty traits apply equally well to poor, average, or even good leaders. The rater does not

*See "After the 9800," ARMY INFORMATION DIGEST, August 1946.

know whether the phrase that he chooses from any group counts for or against a man, though he may know pretty well that it is a "nice" thing or a "nasty" thing to say about him.

The first problem in devising these descriptive phrases was to go out among a representative group of officers and enlisted men and collect a large number of descriptive phrases about "good" prospects for Officer Candidate School and "poor" prospects. Technicians went to the New York Port of Embarkation and to Camp Kilmer, New Jersey, in February 1946, and collected 336 essays crammed full of such descriptions, pleasant and unpleasant. These phrases were sifted and analyzed. The final result was a group of 300 commonly used descriptions. In the next step, these 300 items were presented to a new group of 473 officers and enlisted men at Camp Kilmer, who were asked to check off those which described a "good" or a "poor" prospect for Officer Candidate School whom they had known. Again the items were sorted and analyzed. This time, by a statistical process, each commonly used "pleasant" item was rated carefully as to how well it distinguished good from poor leaders. The same was done for unpleasant items. After selecting phrases that were meaningful to all, the next step was to select and group these phrases for use in the Biographical Information Blank (OCB-1) and the Evaluation Report (OCE-1). Trial information blanks and evaluation reports were then made up, to be tested by use in the field.

In the meantime the problem of the interview by the examining board was under attack. The traditional interview looked into the life history of the candidate. It questioned him about his background, civilian and Army career, and then decided whether or not he had the necessary leadership and educational qualifications. A major fault of the old interview method was that the boards lacked a uniform procedure. No two men could be sure of being approached in the same way and measured by the same standards. The purpose of the new interview is to check on how the applicant meets and deals with people. The interview board is trained on how to put the man at his ease, how to draw him out, how to judge his traits, and what traits to judge. The method of rating is made uniform and more objective. The form is called the Officer Candidate Interview (OCI).

Having worked out trial forms for the three steps in selection, the next phase consisted in testing these trial forms to see if they held up under practical conditions. In April and May

1946, fourteen technicians were sent to thirteen Army installations of the ground forces, service forces, and air forces. The technician's job was to collect all the necessary information about every eligible man, and to be sure that it was accurate. Officers and enlisted personnel were assigned to him locally to assist in the administrative part of the testing program. These assistants arranged time schedules for the testing, so as not to interfere with military duties, hunted up the necessary records, did clerical work, and helped to develop a cooperative attitude among the men who took part in the experiment.

In all, 8,000 men took part. Many of them were disqualified because of age, AGCT score, recent arrival at the installation, imminent departure allowing no time for gathering information about them, unsuitable background, and a host of other factors. However, complete data was collected on 2,500 enlisted men; that is, the two key forms—Biographical Information Blank and Evaluation Report—were completed for that number.

In addition, each of the 2,500 men was rated by every man in his platoon. This provided a cross check on the reliability of the data on the forms. Everyone defines leadership differently. Pvt. Jones and Cpl. Smith may disagree on whether Sgt. Green is a good leader; but a group of 10 to 20 men who know a man intimately from their daily contact with him can quickly tell whether or not he has what it takes. Thus the experiment produced two types of rating for each man—the rating given on the regular forms, and the rating given informally by his associates. In this way, the accuracy of testing by means of the forms was checked with what his associates actually thought of the man as a leader.

While the technicians were engaged in working out this equation and proving the efficacy of the forms, the War Department, in June 1946, short cut the procedure by deciding to reopen the Officer Candidate Schools in the fall. There was no time to complete the comparative data on all the 2,500; but a considerable proportion of the job was completed, enough to indicate that the scientific methods used by the psychologist are sound and dependable. The work of comparing the forms with the results of the field experiments still continues.

As time goes on, the psychologists will discover refinements of the forms they have devised. New classes entering Officer Candidate Schools after the first of the year will have been selected by the new evaluation procedures. How well will the selection program for these groups have done its job? The

progress of these men as officer candidates will be studied, and from this study further improvements will be made in the methods of selecting future applicants. The search for the best means of finding our potential leaders is far from over; but it is launched on as sound a basis as personnel psychology can provide at the present time.

FACTS

A monthly digest of Information Sheets prepared by the Public Relations Division, War Department.

Lichfield Trials

The War Department has stated that the matter of military justice continues to be one of its greatest concerns. To some extent the general public, and perhaps also the press and many of its correspondents, does not possess a full understanding of the Army's required duties and responsibilities in courts-martial procedure.

These facts are offered to help clear up such misapprehensions as may exist on the subject of military justice in general and the Lichfield trials in particular.

The War Department's aim, and constant effort, is to see that justice prevails under military law. Military, as well as civil, courts must base their findings solely on the evidence presented. Army courts function under the provisions of the *Manual for Courts-Martial*, published under an executive order of the President of the United States pursuant to an Act of Congress. Army courts are guided and bound by the rules and regulations set forth in the *Manual for Courts-Martial*.

As in the Lichfield case, regularized procedure requires that all sentences of general courts-martial be reviewed by the Board of Review in the Judge Advocate General's Office, and usually by the Clemency Board of the Secretary of War. Following this procedure, the sentences of some of the enlisted men tried at Lichfield were materially reduced.

The public, generally, does not understand the significance of a reprimand to an officer of the Army, particularly to an officer in the Regular Army. A reprimand is a matter of grave concern to the officer, as it is made a part of his permanent record and, as such, can greatly influence the officer's career.

A check of the sentences conferred at Lichfield, in the light of the above facts, will indicate the true findings and prove no disparity of sentences due to rank.

<i>Name</i>	<i>Sentence</i>
Colonel James A. Kilian	Reprimand and \$500 fine.
Major Richard B. Lubuono	\$200 fine.
Major Herbert Bluhm	Acquitted.
Capt Joseph A. Robertson	Acquitted 7 September 1946.
1st Lt Leonard W. Ennis	Reprimand and forfeiture of \$175 per month for two months.
1st Lt Granville Cubage	Reprimand and \$250 fine.
S Sgt James M. Jones	Partial forfeiture of \$18 per month for six months and confinement for like period. (Sentence suspended by War Department.)
Sgt Judson H. Smith	Dishonorable discharge (suspended); total forfeiture of pay and confinement at hard labor for three years. (Sentence reduced to nine months and entire sentence suspended by War Department.)
Cpl Louis L. Robson	Reprimand and forfeiture of \$15.
Tec 5 Ellis D. Adcock	Forfeiture of \$20 per month for four months.
Pfc Thomas E. Warren	Forfeiture of \$25 per month for four months.
Pfc Austin D. Gheens	Acquitted.
Pfc William C. Loveless	Forfeiture of \$25 per month for four months.
Pfc William B. Norris	Forfeiture of \$15 per month for four months.
Pfc Arthur B. Duncan	Forfeiture of \$25 per month for two months.
Pfc Adolph Zortz	Reprimand.

AID

THE DIGEST NOW AVAILABLE TO ALL

Subscriptions to THE DIGEST at \$1.50 (\$2.00 foreign) a year may now be entered with the Superintendent of Documents, U. S. Government Printing Office, Washington, D. C. Single copies may be obtained from the same source at 15 cents a copy.

This arrangement makes it possible for any member of the armed forces or any civilian to receive THE DIGEST. THE DIGEST is *officially* distributed, through adjutant general channels, down to regimental and group commanders and their staffs, as shown in detail on the inside front cover of each issue. The subscription and sale arrangement is designed to serve those who do not receive copies *officially*.

I&E NEWS LETTER

*Prepared by the staff of the
Information and Education
Division, War Department
Special Staff.*

INFORMATION

Army Talk

Last month's *I&E News Letter* set forth methods of establishing an I&E reference library of *Army Talk*. This issue proposes to point out another source of background materials.

In addition to back issues of *Army Talk*, a considerable stock of books, maps, and pamphlets may be requisitioned through the Information and Education Division, War Department, Washington 25, D. C. Many of these will serve as excellent background material for the troop information hour; others will be valuable additions to the information center, dayroom, or unit library. The following materials are available in quantity, and are pertinent to current topics of general interest. Requisitions should include the code and stock numbers.

Maps

Netherlands East Indies, 119—Waterproof Map No. 34
World, 102—AOM Series No. 32
World Polar Projection, 104—AOM No. 4
Italy and the Balkans, 107—AOM No. 7
Germany and Adjacent Areas, 116—Waterproof Map
United States, 127—Newsmap
Atlas of World Maps, 349—M101
China, 440
United States, Vol. 3, No. 27, large
Pacific and Far East, Vol. 3, No. 43, large

Books, Pamphlets, Leaflets

Our Constitution and Government, 214
Psychology for the Returning Serviceman, 439
48 Million Tons to Eisenhower, 458
United Nations Conference for International Organization, 489
Biennial Report of the Chief of Staff of the United States
Army, 514

Third Report of the Commanding General of the Army Air Forces to the Secretary of War, 532

World War II, 495

America's Vocational Schools, 510

Combat Air Forces of World War II

The United Nations Charter, 500

China, 363—Smithsonian Pamphlet No. 20

Look at Latin America, 211—Headline Book

Peoples of the Philippines, 365—Smithsonian War Background Studies, No. 4.

Infantrymen—the Fighters of Wars, 238.

Germany's Record and World Security, 312—United Nations Pamphlet

Our American Government, 481

From War to Peace—a Challenge, 490

Veterans' Outlook, 493

Combat Divisions of World War II

This is only a partial list of a number of publications available from I&E stocks. The *I&E Newsletter* will continue to carry lists of items pertinent to the Troop Information Program.

EDUCATION

Subject Popularity in the Theaters

Recent reports from four theaters indicate that out of a total of 430 courses offered, the ten most popular subjects, in order of preference, are as follows:

EUROPE	PACIFIC	PANAMA	ALASKA
German	Typing	Auto Mechanics	Mining
Music	Japanese	Radio	Typing
Photography	Photography	Typing	Photography
Radio	Auto Mechanics	Spanish	Blueprint Reading
Typing	Radio	Carpentry	Music
Literacy Training	Algebra	Photography	Spanish
Aviation	Psychology	Electricity	Welding
Mechanics			
Auto Mechanics	Literacy Training	Literacy Training	Algebra
Russian	Cooking & Baking	Algebra	Sociology
French	Spanish	Driving	Bookkeeping

Overseas Instructor Procurement

Early in the spring of 1946 the Civilian Procurement Section of the Education Branch began recruiting instructors in various subject fields for the Army Education Program overseas.

Instructors were needed in both the European and Pacific theaters. To expedite procurement, the officer in charge of the Instructor Selection Office in New York City (that office did the actual recruiting and is a part of the New York Branch Office, Information and Education Division) organized his staff into recruitment teams. One section (or team) handled the subjects in the general education field, while the other team handled the vocational education field. Representatives were sent to various parts of the country to interview prospective instructors. A general meeting was held, in each of the communities visited, in which the details of the program were explained and requirements for instructors stated. This meeting was followed by personal interviews of candidates. From the personal interviews, Form 57s (Application for Federal employment, required of all candidates) and from reference checks, instructors were selected and recommended to the Director, Civilian Personnel Division, Office of the Secretary of War, Overseas Branch, for appointment.

At the present time one hundred and eighty-three instructors have been processed for the Pacific theater. One hundred and twenty-four instructors have arrived in the Pacific theater and are on duty with the program. Thirty-two of the thirty-nine instructors requested by the European theater have been processed for shipment. Many await transportation.

Recruitment in the field of vocational education has been slower than that of general education because there is a general scarcity of instructors in that field.

By the end of November it is expected that all instructors will either have reached their destination or be on the way.

In view of the fact that appointments are for a twelve-months' period, it is difficult at this time to estimate what the future holds for further recruitment of instructors for overseas theaters. Should the use of civilian instructors prove worthwhile in the Army Education Program overseas, the present policy will probably continue for some time.

Accreditation Policies of State Departments of Education

The Army Education Branch has forwarded to the major commands and the administrative and technical staffs and services copies of a pamphlet entitled "Accreditation Policies of State Departments of Education for the Evaluation of Service

Experiences and USAFI Examinations," for redistribution to information-education officers.

In the preparation of this publication, the Commission on Accreditation of Service Experiences, American Council on Education, conducted more than seventy conferences with officials of state departments of education, secondary school educators, and college officers, in order to gather data relating to accreditation policies and procedures.

In concise form the pamphlet states the accreditation policies and procedures of state departments of education, under three main headings:

a. Recommendations concerning acceptance of service experiences for credit toward a high school diploma: (1) Educational courses; (2) Service training.

b. Recommendations concerning General Education Development tests: (1) High school diploma or certificate of equivalency; (2) Basis for granting certificate.

c. Official General Education Development testing centers approved by state departments of education.

Supplements issued from time to time will receive the same distribution as the initial supply. It is expected that there will be a reprint of the pamphlet when necessary materials are available. Requests for additional copies may be made to the Chief, Information and Education Division, War Department, Washington 25, D. C., Attention: Army Education Branch.

New Literacy Training Materials

In order to implement further the work of literacy training, and to supplement materials now provided, the following Education Manuals and tests are in process, and will be available through USAFI by 1 December 1946:

Placement Tests

- (a) Mathematics Placement Test (Grades 5-8) with test manual, scoring key, and instructions for scoring test.
- (b) English Placement Test (Grades 5-8) with test manual, scoring key, and instructions for scoring test.

Curricular Materials

- (a) EM 164, *Elementary Arithmetic*, Grade Level 5 (Text & Workbook)
- (b) EM 165, *Instructor's Guide and Key* (for use with EM 164)
- (c) EM 166, *Elementary Arithmetic*, Grade Level 6 (Text & Workbook)

- (d) EM 167, *Instructor's Guide and Key* (for use with EM 166)
- (e) EM 168, *Elementary English Workbook*, Grade Level 5 (for use with EM 157)
- (f) EM 169, *Instructor's Guide* (for use with EMs 168 and 170)
- (g) EM 170, *Elementary English Workbook*, Grade Level 6 (for use with EM 158)

These materials will enable education officers to carry on work in the fields of English and mathematics through the sixth grade level. At some time in the future, materials for use in seventh and eighth grade teaching will be prepared.

Popular USAFI Offering

A recent study conducted by the United States Armed Forces Institute reveals that Auto Mechanics I, EM 950, is the most popular offering of USAFI. The study is based on the total cumulative enrollment of USAFI which has reached approximately 1,500,000.

The ten leading courses follow in order of their popularity:

Auto Mechanics I	(ST) ..EM 950
Bookkeeping & Accounting	(ST) ..EM 700
First Course in Algebra I	(ST) ..EM 304
First Course in Algebra II	(ST) ..EM 305
Physics I	(ST) ..EM 400
Review Arithmetic	(ST) ..EM 300
Radio for Beginners	(ST) ..EM 415
Auto Mechanics II	(ST) ..EM 951
Auto Mechanics III	(ST) ..EM 952
Modern Electric & Gas Refrigeration	EM 977

Army Education Centers

To eliminate variations in nomenclature of Army education programs and schools, it is suggested that all education programs at posts, camps or stations, both in the zone of interior and overseas, be referred to as Army Education Centers.

Army Education Centers may include unit, area or command or technical schools, or any combination of these.

Services of Army Education Centers include: educational advisement; class instruction in academic, vocational, or technical subjects; literacy training; on-the-job training; libraries; study rooms and/or auditoriums; educational exhibits, displays and demonstrations; testing facilities; and other educational activities.

Education officers desiring further information concerning the Army Education Program or the United States Armed Forces Institute are invited to request fact sheets entitled "The Army Education Program," dated 1 October 1946, and "United States Armed Forces Institute," dated 15 October 1946. Requests should be mailed to Information and Education Division, War Department, Washington 25, D. C., Attention: Chief, Army Education Branch.

RADIO REVIEW

New Titles in AFRS Original Programs

The Wanderers series, described in THE DIGEST for October, continues with the recent release of "Friendship Bridge" and "Stephan Eschnik, Grass Cutter." With the dramatization of incidents involving displaced persons, it is hoped that the listener will have a greater understanding and appreciation of the problems involved.

The *Pride of Outfit* series, also introduced in the October DIGEST, presents "Hold High the Torch," which honors the Second Marine Division. "They Turned the Tide" and "We Were There," stories of the First Marine Division and the 88th Infantry Division respectively, are in production.

In the *GI Ambassador* series, new productions include "The Story of Private Pitts" and "The Eyes of the World," stressing the theme that the serviceman stationed in occupied or liberated countries is a potential ambassador for good or evil for the United States.

FILM REVIEW

Army-Navy Screen Magazine

Issue Number 80 (Running time 23 minutes) contains three subjects, *Radar, the Invisible Scout*; *The Philippine Independence*; and *Snafu—the Infantry Blues*.

Radar, the Invisible Scout: In World War II, a war of strange and terrible new weapons, victory went to those nations whose science and industrial skill surpassed the enemy's. Radar was one of the great weapons of this war, and it was the Allies' radar devices which were always a step ahead of the Axis.

Today, radar has donned civilian clothes. Already applied to many purposes, it is still being tested for uses which fire the imagination. The faint signal which came back from the moon early this year was an echo of the future, when radar will literally guide the ways of war, or peace.

The Philippine Independence: The people of the Philippine Islands now share Independence Day with the American people, for on the Fourth of July, 1946, the Philippines assumed full membership in the fraternity of nations. Just as she kept her promise to liberate the Philippines from Japanese domination, America has now redeemed her pledge to give them full independence.

Snafu—the Infantry Blues: Snafu is unhappy again! “All the dogface ever gets is mud behind the ears.” Snafu is transferred to the Tank Corps, but with every bump Snafu’s happiness wanes. He then goes to the Navy. Nope, that’s too salty; so it’s the Air Forces for Snafu. He’s delighted, until his plane gets away. Well, the Infantry has its points after all.

P R D NEWS LETTER

*Prepared by the staff of the
Public Relations Division, War
Department Special Staff.*

War Department Host to Women's Groups

The Secretary of War, the Chief of Staff, and other prominent War Department officials addressed the convention of the Advisory Council to the Women's Interests Unit, Public Relations Division, held in The Pentagon, 14 November. The program, following a pattern now five years old, was designed to give representatives of 36 national women's organizations a brief outline of War Department activities, current and proposed, and to enlist the members' assistance in solving current War Department problems.

The PRD Women's Interests Unit was established in July 1941 to provide information about the Army to the women of America. One of its more important functions is maintaining liaison with the organized women's groups of the country, and providing a channel for disseminating facts about the Army to the public. The Unit organizes information for use by women's groups and provides materials for meetings, speeches,

radio broadcasts, publications, training courses for volunteer workers, and other forms of practical public relations.

Last month's convention included panel discussions and speeches on the interim and postwar missions of the Army, the Army's manpower needs and methods of meeting them, modern training practices, information and education within the Army, and the Army's overall health program. Officers addressing the group included Maj. Gen. Lauris Norstad, Director of Plans and Operations; Maj. Gen. H. S. Aurand, Director of Research and Development; Maj. Gen. Willard S. Paul, Director of Personnel and Administration; Maj. Gen. Edward F. Witsell, The Adjutant General; Lt. Gen. C. P. Hall, Director of Organization and Training; Maj. Gen. Norman T. Kirk, the Surgeon General; Maj. Gen. Floyd L. Parks, Chief, Public Relations Division; and Brig. Gen. C. T. Lanham, Chief, Information and Education Division.

"Division Diary" Radio Show Discontinued

The 22 November broadcast of the Public Relations Division show, *Division Diary*, was the final program in this series. *Division Diary*, a 30-minute, sustaining, all-Army produced show, ran a total of 26 weeks. It was carried over approximately 60 stations of the Mutual Broadcasting System network. A new program series will follow at the same time over MBS.

Produced by the Radio Section, War Department Public Relations Division, in cooperation with Army Ground Forces, the show attempted to give the general public something of the historical background of various fighting divisions of World War II. Featured on the program was the official United States Army Band, under the direction of Captain Hugh Curry, which provided appropriate musical selections and background.

The divisions chosen as representative of the collective combat force for the 26 broadcasts are listed below in the order in which their stories appeared. In choosing these divisions, the War Department made every effort to strike an equitable balance between Regular Army, National Guard, and Reserve outfits, between Pacific and European theaters, and among the various organic types of divisions. The program provided a

secondary but highly useful function of stimulating the formation of division associations or similar organizations.

1st Infantry	9th Infantry	25th Infantry
1st Armored	82nd Airborne	101st Airborne
5th Infantry	32nd Infantry	30th Infantry
1st Cavalry	2nd Armored	6th Infantry
34th Infantry	V-J Anniversary	29th Infantry
7th Infantry	45th Infantry	10th Mountain
3rd Infantry	11th Airborne	88th Infantry
2nd Infantry	3rd Armored	Division Round-Up
84th Infantry	4th Infantry	

Boston Red Sox Team Salutes Army

One of the best examples of excellent public relations work recently reported to the War Department Public Relations Division was turned in by Captain Anita W. Ashby, WAC, Assistant PRO, Boston Military Personnel Procurement Division. This public relations officer prepared and promoted a full-page advertisement, which appeared in the World Series edition of the *Boston Sport-Light* (circulation 75,000), in which members of the Boston Red Sox baseball team endorsed military training. The endorsement consisted of an open letter from Manager Joe Cronin of the Bosox, his picture, signed approvals of military training by many of the Boston stars, and pertinent information about the Regular Army.

AIS NEWS LETTER

*Prepared by the Staff of the
Army Information School, Car-
lisle Barracks, Pa.*

New Schools at Carlisle Barracks

The staff and faculty, Army Information School, welcomed three new Army schools which have been transferred to Carlisle Barracks: The Adjutant General's School, the Provost Marshal General's School, and the School for Chaplains. The School for Government of Occupied Areas was recently deactivated.

Third Class Graduates

The third officers' class of the Army Information School was graduated 6 November, with the Secretary of War presenting a total of 139 diplomas to the graduates. Of these, 82 went to information-education officers and 57 to public relations officers. Lt. Gen. A. C. Wedemeyer, Commanding General of the Second

Army, and Maj. Gen. T. J. Hanley, Commanding General of the Eleventh Air Force, were official guests at the graduation exercises. An article, "Both Want the Facts," extracted from Secretary Patterson's commencement address, appears in this issue of THE DIGEST.

Enlisted Course

An enlisted men's course on information and education activities has been instituted at the Army Information School. This course, with a quota of 100 students at each session, will be repeated every four weeks, starting with the January term. Requirements for this enlisted course were published in the October DIGEST and may also be found in War Department Circular 259, dated 24 August 1946. The opening of the course for public relations enlisted personnel, which was expected to run concurrently with the I&E course, has been postponed.

The first session enrollment, totalling 81 enlisted men, includes 65 from the Army Ground Forces, 14 from the technical services, and two from the Army Air Forces.

Fourth Class of Officers

Officers attending the fourth officers' class, which opened at the Army Information School 13 November, total 140, with 70 taking the public relations course and 70 in the information-education course. Enrollment includes 86 from the Army Ground Forces, 20 from the Army Air Forces, 25 from the technical services, and four from the Women's Army Corps. Three Navy and two Royal Canadian Air Force officers are attending public relations classes.

More Digest Reprints

The Army Information School has made a further selection of DIGEST articles to be reprinted in pamphlet form. These are in addition to those listed in the September *AIS News Letter*. "Telling the Army's Story," by General Jacob L. Devers, is a recent reprint. "Selecting and Phrasing the Discussion Subject" and "Group Thinking in Discussion," by Dr. Shepherd L. Witman, have been consolidated in single pamphlet form from articles appearing in the October and November issues of THE DIGEST. Reprints may be obtained from the Book Department, Army Information School, at five cents each.

THE DIGEST IN REVIEW

This issue completes Volume 1 of the ARMY INFORMATION DIGEST. A comprehensive index of the eight issues of THE DIGEST published during 1946 has been prepared in matching format, and is available on request to the Editor, ARMY INFORMATION DIGEST, Carlisle Barracks, Pa.

Readers who wish back numbers of THE DIGEST may obtain them, so far as the stock is available, on request to the Editor. A representative year-end summary of the contents follows:

Leading Articles, General:

BOTH WANT THE FACTS

Hon. Robert P. Patterson, Secretary of War
The importance of giving the facts about the Army to both the public and the soldier. (Dec)

—AND JUSTICE FOR ALL

Hon. Kenneth C. Royall, Under Secretary of War,
The real facts about the administration of military justice in World War II. (July)

TELLING THE ARMY'S STORY

General Jacob L. Devers
Reasons for an aggressive Army public relations program (June)

AN INFORMATION POLICY FOR THE NEW ARMY

Lt. Gen. J. Lawton Collins
The Army's professional responsibility for providing information to public and troops. (May)

THE POSTWAR ARMY TRAINS ITS OFFICERS

Lt. Gen. Leonard T. Gerow
The significance of the most comprehensive professional military education plan the world has ever seen. (Nov)

A CREED FOR ARMY PUBLIC RELATIONS

Maj. Gen. Floyd L. Parks
The essential qualities that all Army public relations officers must possess. (Aug)

RECRUITING BEGINS AT HOME

Maj. Gen. Harold N. Gilbert
The responsibility within the Army for making the Army the kind of outfit a man wants to stay in. (Sept)

ORC, TOO, CAN TELL THE ARMY'S STORY

Maj. Gen. Edward S. Bres
The opportunity and responsibility that rests with every member of the Organized Reserve Corps for knowing the facts about the Army and for telling others. (Oct)

Feature Articles, Selected:

- THE JOB AHEAD—Army Information School (May)
Brig. Gen. W. B. Palmer
- COMPLAINT CLINIC IN ACTION (June)
Brig. Gen. George A. Horkan
- MANNERS AND METHODS IN PUBLIC RELATIONS (May)
Col. Bryan Houston
- HANDLING THE NEWS (Oct) GENTLEMEN OF THE PRESS (Nov)
Eric Hodgins, Editorial Vice-President, *Time, Inc.*
- AN EDITOR LOOKS AT ARMY PUBLIC RELATIONS (Sept)
B. M. McKelway, Editor, *Washington Star*.
- CREDITS WHERE CREDITS ARE DUE (Sept)
Lt. Cornelius P. Turner, USNR.
- VETERANS RETURN TO COLLEGE (June)
Benjamin Fine, Education Editor, *New York Times*.
- GOVERNMENT AGENCIES AS SOURCES OF INFORMATION (June)
Capt. James R. Brown
- WHAT SHALL HE TELL THE GERMANS? (July)
Major T. P. Headen
- BOOKS—FROM JUNGLE TO POST (Nov)
Lt. Col. Paul E. Postell
- ART FOR THE ASKING (Sept)
Capt. Edwin L. M. Taggart
- OVERHAULING THE ARMY CLASSIFICATION SYSTEM (Oct)
Col. Reuben Horchow
- SELECTING THE DISCUSSION SUBJECT (Oct)
Shepherd L. Witman, Director, Council on World Affairs.

Army Life Overseas:

- HOW WE LIVE IN GERMANY (Oct)
Major Donald W. Goodrich
- AN ARMY WIFE IN TOKYO (Dec)
Bernadine V. Lee

For Army Writers:

- SHOULD ARMY OFFICERS WRITE FOR PUBLICATION? (May)
Col. R. Ernest Dupuy
- TO BE IN PRINT, OR NOT TO BE (Aug)
Hazel Taylor
- WRITING IS SO EASY! (Oct)
Jay Cassino

Integration of Officers into the Regular Army:

- AFTER THE 9,800 (Aug)
THE DIGEST Staff
- THE SECOND 25,000 (Oct)
Major Robert B. McBane

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